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## House Social Services Budget Committee

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### **Executive Reorganization Order Creating the Kansas Department of Human Services**

Presented by:

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**Testimony of:**

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Chair Carpenter, Vice-Chair Mastroni, and Ranking Member Ballard, thank you for the opportunity to address the committee regarding the Governor's Executive Reorganization Order creating the Kansas Department of Human Services. In this informational briefing I will be discussing **WHAT** the Executive Reorganization Order does; **WHY** this is an important step forward in serving Kansas citizens; and **HOW** my team and I are approaching the reorganization.

Let me begin by addressing an emerging theme I've encountered during some of my initial conversations about the ERO. This is not a political exercise designed to erase actions taken by the previous administration. The benefits of this ERO are substantial—it creates an agency uniquely designed to strengthen families and support individuals by focusing on prevention, enhancing access to services, and creating stronger connections with our community partners.

### **THE WHAT – What Does the ERO Do?**

Let's start with some facts about the ERO. On January 8, Governor Laura Kelly announced that she will be submitting an Executive Reorganization Order to the 2020 Kansas Legislature creating a new State Agency, the Kansas Department of Human Services, effective July 1, 2020. Governor Kelly has asked me to lead the new KDHS as Secretary of Human Services. The formal ERO will be submitted to the House and Senate this week.

Under the ERO, the new agency will comprise:

- The entirety of the existing Kansas Department of Aging and Disability Services (including oversight of the four state psychiatric and I/DD hospitals);
- The entirety of the existing Kansas Department for Children and Families; and
- Juvenile Services from the Kansas Department of Corrections (including oversight of the Kansas Juvenile Correctional Complex)



In the Executive Reorganization Order itself, this is technically accomplished by:

- Renaming the Kansas Department of Children and Families to the Kansas Department of Human Services;
- Abolishing the Kansas Department for Aging and Disability Services and transferring its jurisdiction, powers, functions and duties to the Kansas Department of Human Services and the Secretary of Human Services; and
- Transferring jurisdictions, powers, functions and duties for juvenile services program and juvenile facilities and institutions from the Kansas Department of Corrections and the Secretary of Corrections to the Kansas Department of Human Services and the Secretary of Human Services.
- Additionally, the Governors Fiscal Year 2021 budget recommendations reflect all three agency budgets in the KDHS budget.

Let's shift our focus from the agency to the program level. The new Department of Human Services will administer the following programs, currently administered through the DCF, KDADS and KDOC's Juvenile Services:

#### PROGRAMS

Adult protective services • Adult behavioral health • Long-term services and supports • Economic support • Employment supports • Children's mental health supports • Child protective services • Juvenile justice and crossover youth • Foster care • Prevention • Licensing • Credentialing, survey and certification • Kansas Juvenile Correctional Complex • Larned State Hospital • Parsons State Hospital • Osawatomie State Hospital • Kansas Neurological Institute

As I will discuss later, this is not simply about bringing these programs together in their existing silos into a larger agency. It's also not done for efficiency sake, although we know there will be some natural duplication and opportunities for consolidation.

The reorganization is about creating a stronger, more integrated agency that provides more seamless services to Kansas citizens. At its core, this is about better communication, better coordination and most importantly better outcomes.

### **THE WHY – Core Purpose and Vision**

Today, I'd like to talk with you further about why a new Kansas Department of Human Services is the right direction for Kansas government and Kansas citizens. In announcing the ERO, Governor Kelly stressed some key points I would like to reiterate here today. I have also had a unique vantage point in overseeing two separate agencies involved in this reorganization – DCF and KDADS – over the last 12 months. This view has allowed me to see the benefits that a Department of Human Services brings for those who look to the state for key services and supports.

At the highest level, a new KDHS provides the opportunity to support individuals and strengthen families through a focus on:

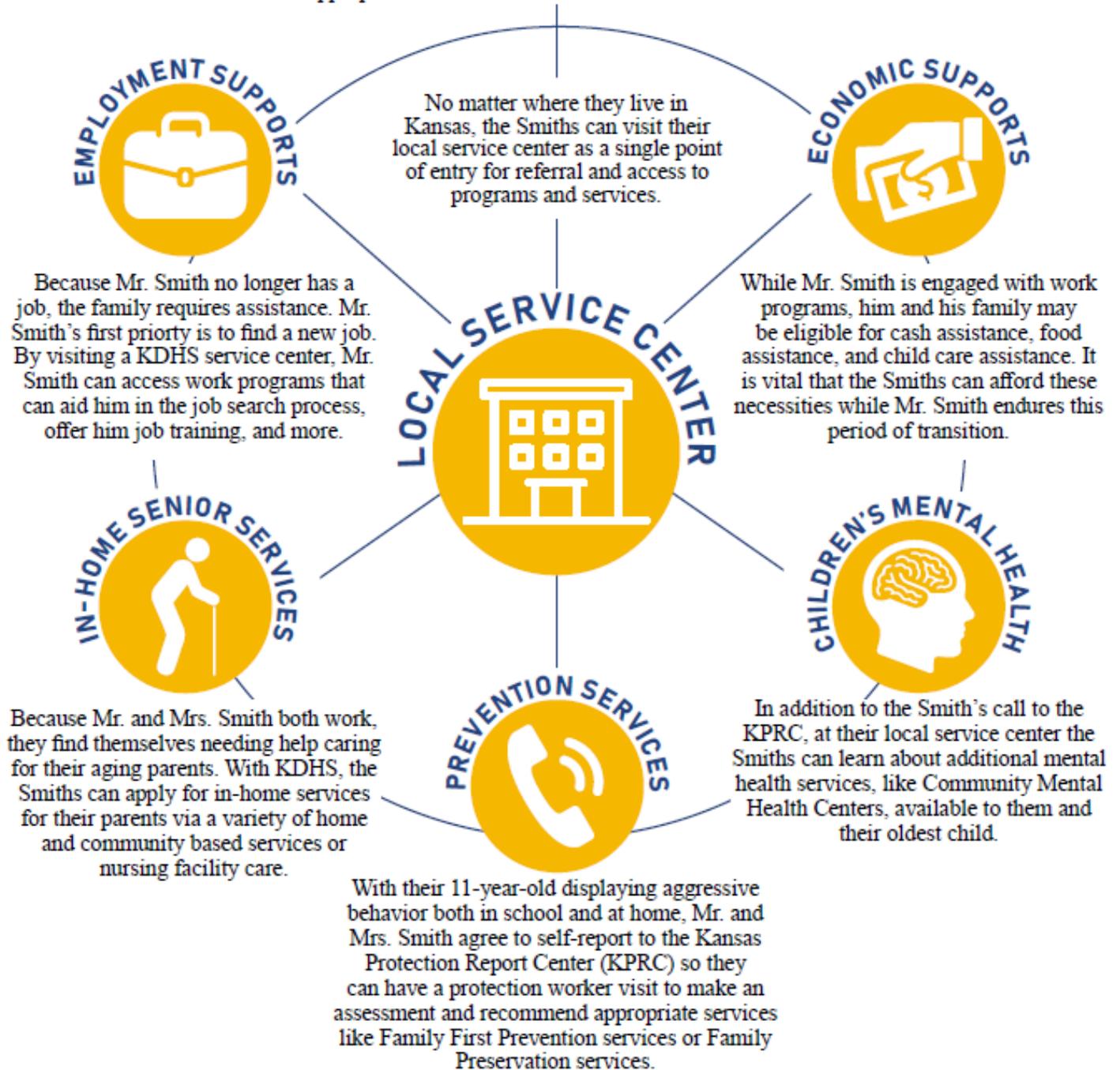
- Prevention;
- Enhancing Service Access; and
- Strong Connections with our Communities and our Community Partners.

As Governor Kelly stressed, from the standpoint of the citizen, this reorganization means that individuals and families have fewer systems to navigate to access the supports that they need. With KDHS, we will think differently about service delivery and work more closely with communities to enhance access to services from economic supports to child welfare to mental health before the needs of an individual or family become a crisis. The scenario of the 'Smith Family' illustrates this improved access:



## Meet the Smith family.

Mr. and Mrs. Smith have two children, an 11 year-old and a 4 year-old, and they care for Mr. Smith's aging parents who live with them. Mr. Smith was recently laid off, and Mrs. Smith's income alone is not enough to support the family. Additionally, the Smiths noticed recent behavioral changes in their 11-year-old that they are struggling to manage themselves. In order for the Smiths to improve their current situation, the family needs help caring for their parents, affording groceries and daycare, and accessing the appropriate mental health services for their oldest child.



Families don't live in silos or have singular needs, and one need often intersects another. We also know more today about the social determinants of health than we did a few years ago, and the intersections between childhood experiences, economic stability, food and nutrition, the characteristics of neighborhoods, housing, education, employment and the physical environment.

This can be summed up in a core purpose and vision for KDHS that my team and I have developed for the new agency to illustrate this approach and focus:

### **Core Purpose**

Strengthening Kansans through prevention, healthy networks and community supports

### **Vision**

The Kansas Department of Human Services will strengthen families and support individuals by providing high-touch services that have a positive impact on the lives of Kansans. This will be achieved with a comprehensive approach to prevention, easy access to services and collaboration with communities across the state.

I am very mindful that our services and supports to individuals are in most cases temporary, but in almost all cases come at a time of great family stress or transition. For the season that we provide supports and services, it is incumbent that our efforts support the most positive life trajectory possible for that individual or family. It is also critical that our gaze is always relentlessly 'upstream' with a focus on those supports and services that might have alleviated a crisis in the first place.

This is also not work that we can do alone. You will note that I have referenced communities several times already in this presentation. Our work cannot be done in isolation from the work being done by countless human service partners in communities across the state, and the work of our local government partners. This reorganization is about organizing state efforts in concert with communities towards a more integrated system of service delivery focused on common outcomes and more efficient investment and targeting of resources. This approach is not just about more self-sufficient and resilient individuals, but more self-sufficient and resilient communities – it is about Collective Impact.

### **HOW – An Organization that Supports the Vision**

My team and I are in the early stages in thinking about the organizational structure of a new agency, including how best to align programs and the related organizational

supports to meet the goals of prevention, enhanced service access and stronger community connections. As I indicated earlier, this is not simply about moving existing silos of three agencies under a new name. Instead, it's about deliberately structuring an organization to support our vision. I wanted to share some early thinking about program alignment and the necessary organizational supports towards this vision.

<b>Key Resources &amp; Organizational Support</b> Organizational Health & Development Strategic Communications & Govt. Relations Administrative Services Financial Mgmt./CFO Legal Chief Information Officer/IT Audit & Accountability	<b>Family Services</b>	Safety & Protection	Prevention	Children's Mental Health Supports	Permanency	Juvenile Justice & Crossover Youth	Practice Model & Performance Improvement
	<b>Adult Services &amp; Supports</b>	Long Term Services and Supports	Adult Behavioral Health Supports	Economic Supports	Employment Supports	Practice Model & Performance Improvement	
	<b>Facilities &amp; Hospitals</b>	Licensing, Survey & Certification	Hospitals & Facilities				

Let me illustrate some of our thinking related to program alignment by talking for a moment about three parts of the program alignment:

**Children's Behavioral Health.** This program alignment places children's behavioral health within family services recognizing the key connections to children's mental health supports to the well-being of our most vulnerable youth, including those in the child welfare or juvenile justice systems.

**Employment Supports.** Aligning our employment supports under a single Commissioner improves the agency's focus on the role that employment plays in a positive life trajectory. This is true whether this an individual accessing vocational rehabilitation services; a child aging out of foster care or leaving the juvenile justice system; or an adult on food assistance participating in the GOALS program.

**Juvenile Justice and Crossover Youth.** With regard to juvenile services, juvenile justice reform has resulted in a reduced need for incarceration while at the same time enhancing county community corrections case management. Given the needs of families for inter-governmental and community collaboration, it makes sense to organize juvenile justice services and child welfare resources under one agency. Organizing

juvenile justice and crossover youth under a single commissioner will provide a more seamless experience to children and their families that interact with multiple systems.

We have also thought deliberately about the key organizational resources and supports that will be necessary to support our vision. You can see those illustrated on the left side of the program alignment chart. These have been designed to support an agency focused on outcomes, equity, innovation and leadership at all levels of the organization.

With these aligned resources supporting the various KDHS functions, we will utilize best practices along with effective and efficient processes. The agency will operate with a commitment to customer service, to ensure these resources support agency priorities.

Lastly, I'd like to introduce you to the leadership structure for the new agency:



Tanya Keys,  
Deputy Secretary of Family Services



Megan Dodge,  
Deputy Secretary of Operations



Janis DeBoer,  
Deputy Secretary of Adult Services



Scott Brunner,  
Deputy Secretary of Hospitals and  
Facilities

Thank you for the opportunity today to discuss the Governor's Executive Reorganization Order to create a new Kansas Department of Human Services. Let me close by saying that this ERO is about creating a new, modern human service agency that values its community partners, an agency that seeks collaboration and an agency that is accountable to the citizens of Kansas. It is about better communication, better coordination, and most importantly better outcomes for Kansas citizens.